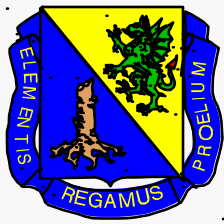


# **FM 22-100**

# **ARMY LEADERSHIP**

- **Overview**
  - New manual organization**
  - Changes from old manual**
- **Leader values and attributes**
  - What a leader must BE**
- **Leader skills**
  - What a leader must KNOW**
- **Leader actions**
  - What a leader must DO**
- **Summary**



# THE NEW MANUAL - Chapters



**Chapter 1: The Army Leadership Framework**



**Chapter 2: The Leader and Leadership: What the Leader Must Be, Know, and Do**



**Chapter 3: The Human Dimension**



**Chapter 4: Direct Leadership Skills**



**Chapter 5: Direct Leadership Actions**



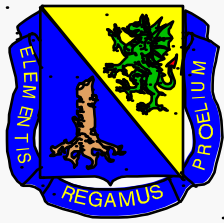
**Chapter 6: Organizational Leadership**



**Chapter 7: Strategic Leadership**

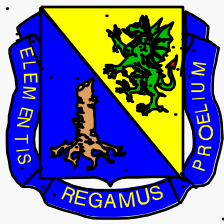


***“RENEGADES!”***



# THE NEW MANUAL - Appendices

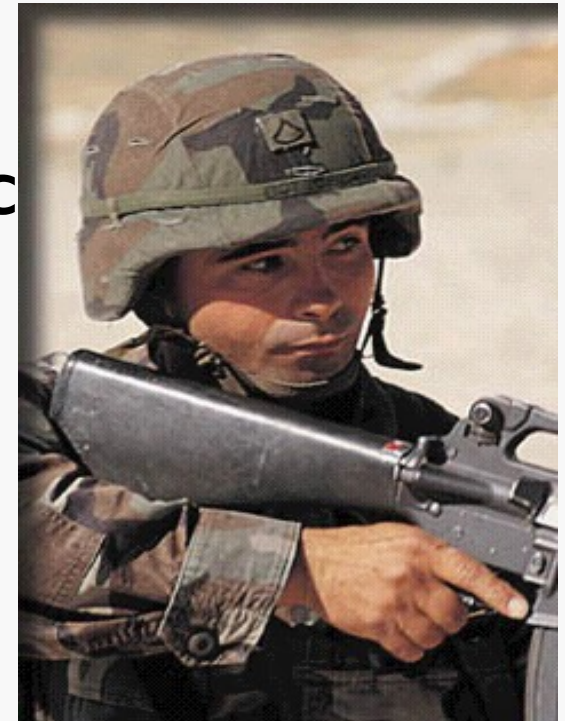
- ★ **Appendix A: Roles and Relationships**
- ★ **Appendix B: Performance Indicators**
- ★ **Appendix C: Developmental Counseling**
- ★ **Appendix D: A Leader Plan of Action and Ethical Climate Assessment Survey**
- ★ **Appendix E: Character Development**
- ★ **Appendix F: The Constitution of the United States**



# FM 22-100 Value to the Army

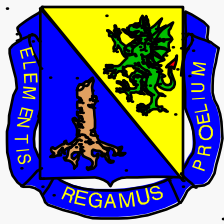
## FM 22-100 Provides:

- ★ A framework to develop Officer, NC Enlisted, And DA Civilian Leaders
- ★ Guidelines for Self-Development
- ★ A process for developmental counseling
- ★ A Leader's Plan Of Action
- ★ An Ethical Climate Assessment Survey
- ★ An interactive web site for information exchange and feedback between leaders in the field and doctrine developers



**And .**

***“RENEGADES!***



# FM 22-100 Value to the Soldier



**Explains “Be, Know, Do”**



**Emphasizes Setting the Example**



**Helps soldiers understand their profession**



**Helps accomplish the mission and improve the organization**



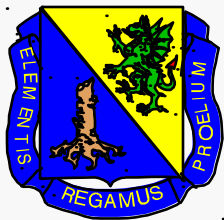
**Helps leaders take care of soldiers**



**Helps the leader develop the next generation of leaders**

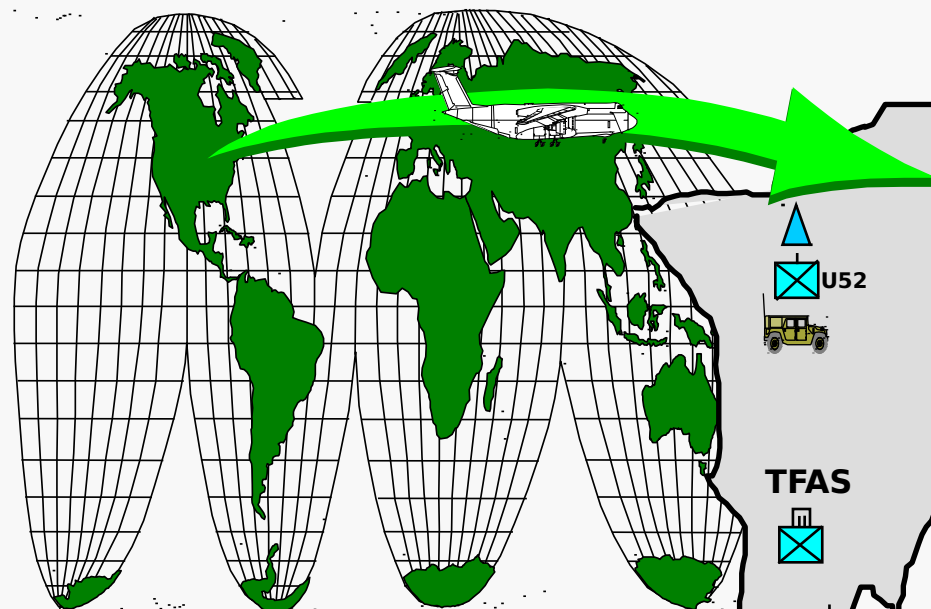


***“RENEGADES!”***



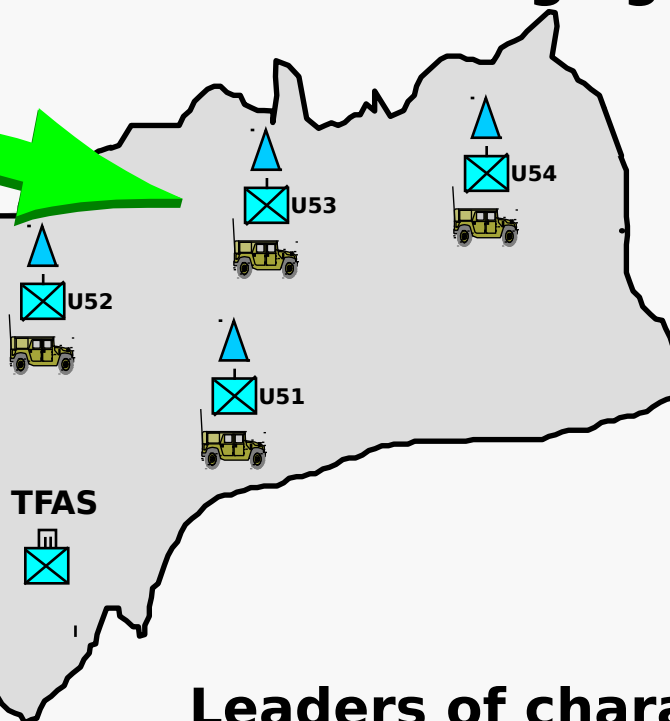
# WHY THE DOCTRINE CHANGED

**The world  
was changing**



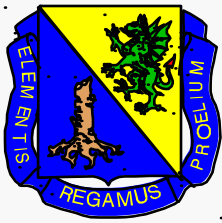
**Army Leaders  
able to adapt to  
changing situations  
and environments**

**Army missions  
were changing**

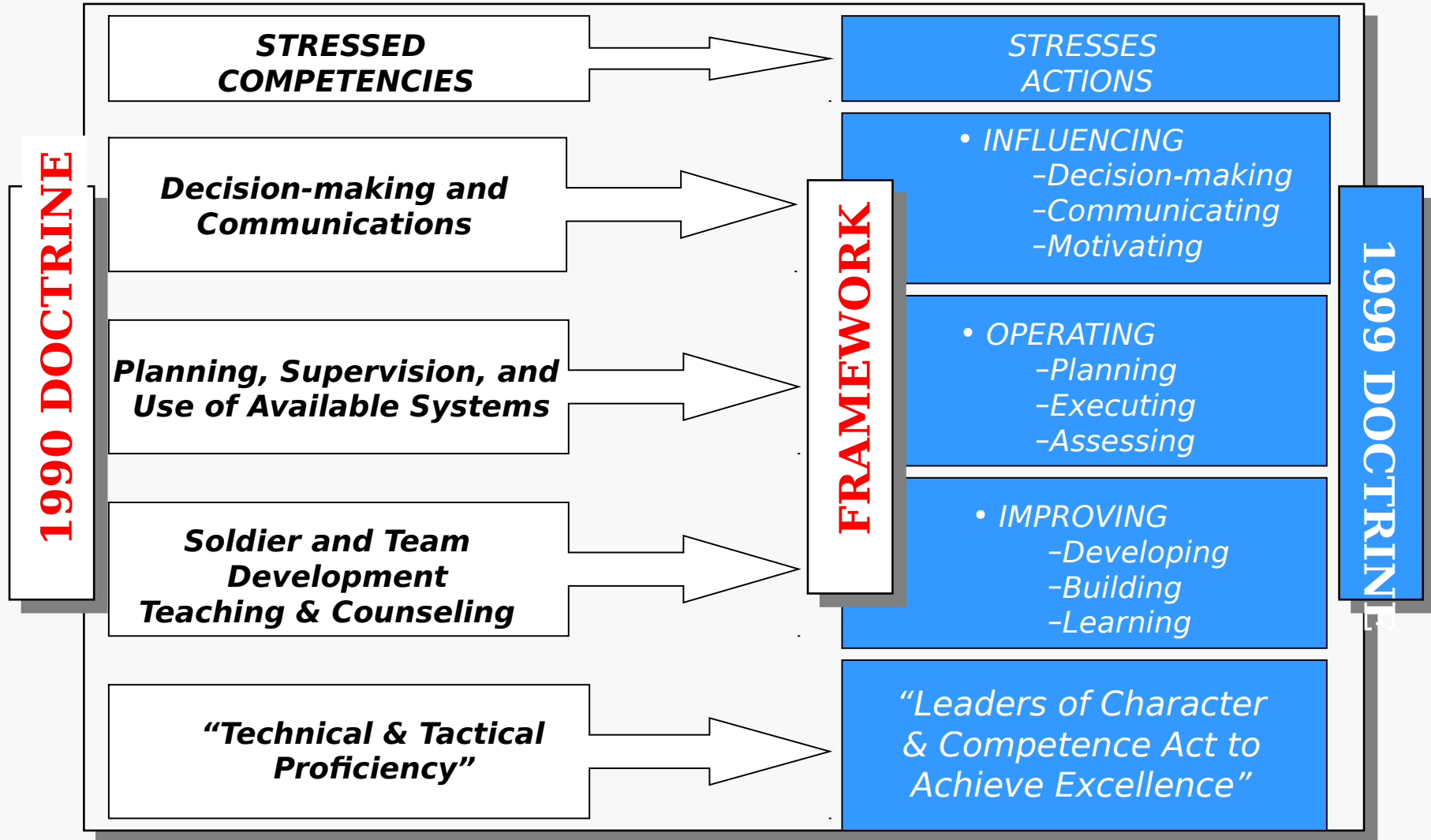


**Leaders of character  
and competence who  
act to  
achieve excellence**

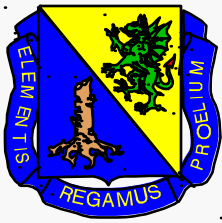
***“RENEGADES!”***



# DOCTRINE EVOLUTION



**"RENEGADES!"**



# WHAT CHANGED

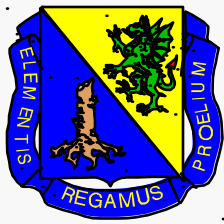
- ★ Army Values provide the foundation for leadership
- ★ Values, Attributes, Skills, and Actions form the leadership framework
- ★ Character is emphasized
- ★ Improving as well as operating is emphasized

**This is a good product...Many new concepts. A lively, interesting tone that keeps the warrior ethos plainly in sight. LTG (R) W.F. Ulmer**



***“RENEGADES!***





# WHAT CHANGED (Cont)



**Physical, mental, and emotional attributes established**



**Three Levels of Leadership : Direct, Organizational, and Strategic**



**Combined five manuals and one DA Pam**

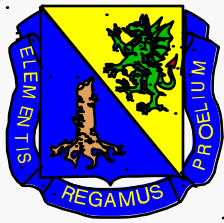


**A narrative style that includes 98 historical vignettes discussing soldiers, NCOs, and Civilians.**

**Recommend adapting this manual. Well written, focused on values. It will be of great use.**  
**CSM Lady, US Army Armor Center and School**



***“RENEGADES!”***



# WHAT CHANGED (Cont)



**Describes leader roles, relationships, and performance indicators.**



**Provides developmental counseling guidance**



**Details Character Development, Ethical Climate Assessment Survey, and Leader Plan Of Action.**



**Includes The Constitution of the United States**

**A truly integrated, quality product. The manual will provide a valuable resource for leaders at all levels in the Army.**

**GEN Eric Shinseki Vice Chief of Staff**



***“RENEGADES!***



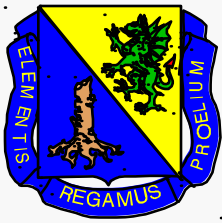
# LEADERSHIP FRAMEWORK AS OUTLINED IN FM 22-100

<b>LEADERS OF CHARACTER AND COMPETENCE</b>			<b>ACTS TO ACHIEVE EXCELLENCE BY PROVIDING PURPOSE, DIRECTION, AND MOTIVATION</b>		
<b>VALUES "BE"</b>	<b>ATTRIBUTES "BE"</b>	<b>SKILLS "KNOW"</b>	<b>ACTIONS "DO"</b>		
<b>LOYALTY</b> <b>DUTY</b> <b>RESPECT</b> <b>SELFLESS SERVICE</b> <b>HONOR</b> <b>INTEGRITY</b> <b>PERSONAL COURAGE</b>	<b>MENTAL</b>	<b>INTER- PERSONAL</b>	<b>INFLUENCING</b>	<b>OPERATING</b>	<b>IMPROVING</b>
			<b>COMMUNI- CATING</b>	<b>PLANNING</b>	<b>DEVELOPING</b>
	<b>PHYSICAL</b>	<b>CONCEPTUAL</b>	<b>DECISION- MAKING</b>	<b>EXECUTING</b>	<b>BUILDING</b>
				<b>ASSESSING</b>	<b>LEARNING</b>
	<b>EMOTIONAL</b>	<b>TACTICAL</b>	<b>MOTIVATING</b>		

**New OER &  
Leadership Manual  
In-Synch**

**23 DIMENSIONS**

**"RENEGADES!"**



# ARMY VALUES CROSSWALK

## 1990 DOCTRINE FM 22-100 (JULY)

### **ARMY ETHIC**

- **Loyalty**
- **Duty**
- **Selfless Service**
- **Integrity**

### **INDIVIDUAL VALUES**

- **Competence**
- **Commitment**
- **Candor**
- **Courage**

## 1994 DOCTRINE FM 100-1 (JUN)

### **THE ARMY ETHOS**

- **Loyalty**
- **Duty**
- **Selfless Service**
- **Integrity**

### **CORE QUALITIES**

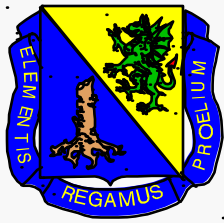
- **Commitment**
- **Competence**
- **Candor**
- **Compassion**
- **Courage**

## 1999 DOCTRINE FM 22-100 (AUG)

### **ARMY VALUES**

- **Loyalty**
- **Duty**
- **Respect**
- **Selfless Service**
- **Honor**
- **Integrity**
- **Personal Courage**

***“RENEGADES!”***



# FM 22-100

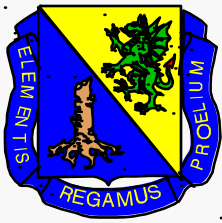
What has remained:

- BE, KNOW, DO

What has been added:

- Emphasis on character and action

***“Leaders of character and competence act to achieve excellence.”***



# THE LEADER

of Character and Competence Acts...



to Achieve Excellence

Loyalty  
Duty  
Respect  
Selfless Service  
Honor  
Integrity  
Personal Courage

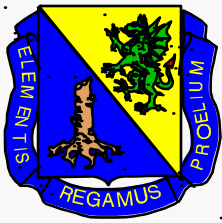
Mental  
Physical  
Emotional

Interpersonal  
Conceptual  
Technical  
Tactical

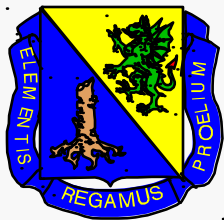
Influencing  
• Communicating  
• Decision Making  
• Motivating  
Operating  
• Planning  
• Executing  
• Assessing  
Improving  
• Developing  
• Building  
• Learning

***“RENEGADES!”***





**“RENEGADES!”**

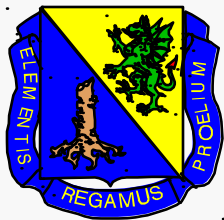


# ARMY VALUES

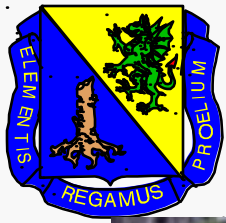


***“RENEGADES!”***



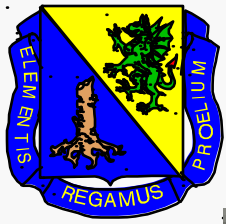


***“RENEGADES!”***



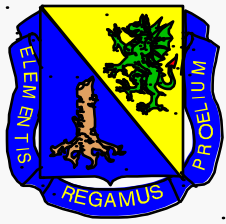
# MENTAL

***“RENEGADES!”***



PHYSICAL

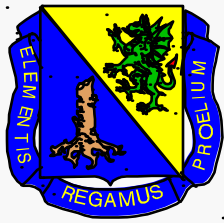
***“RENEGADES!”***



# EMOTIONAL

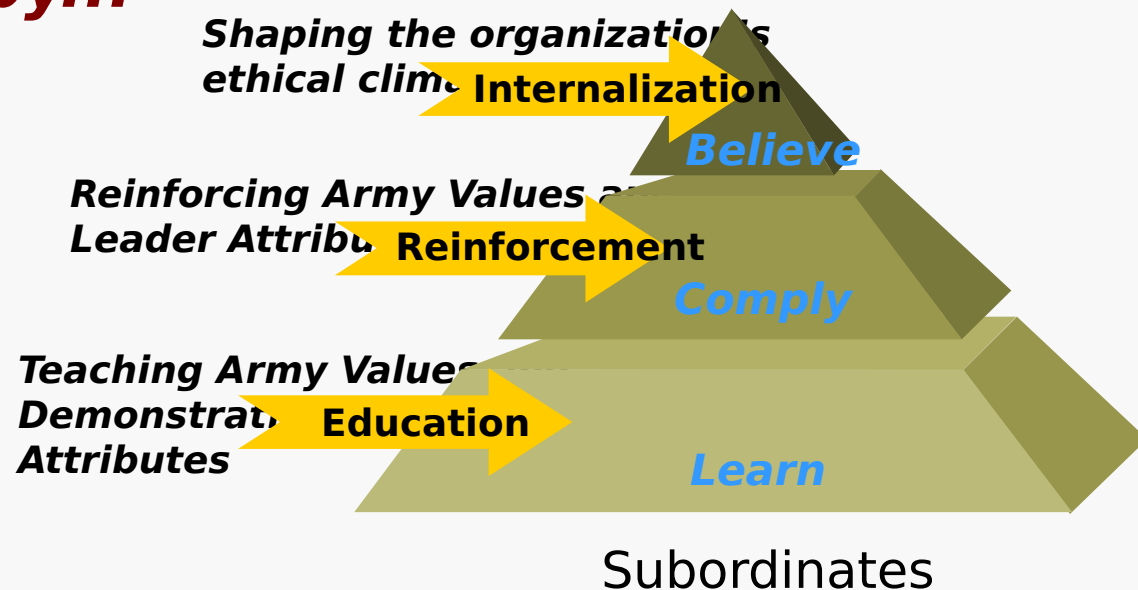


***“RENEGADES!***

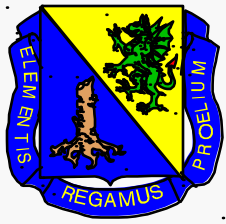


# Character Development

## **Leaders Develop Character by...**



***“RENEGADES!”***



# ***“The KNOW of the Be, Know, Do”***

**Interpersonal**

**Technical**

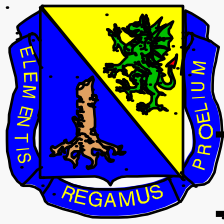
**KNOW**



**Conceptual**

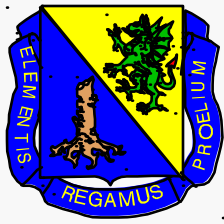
**Tactical**

***“RENEGADES!”***



# Direct Leadership Skills

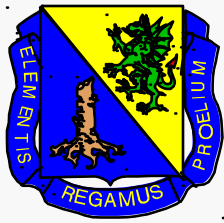
- *“Never get so caught up in cutting wood that you forget to sharpen your ax.”*  
1SG James J. Karolchyk, 1986
- Direct Leadership skills focus on people...not things. (People Skills)
- Direct leadership skills are practiced by all leaders, in every job or location, everyday.



# Interpersonal Skills

- **Communicating**
  - One way versus Two way
  - Active Listening
  - Nonverbal Communication
- **Supervising**
  - Assign mission, allow execution, then check critical areas
  - QC/QA against showstoppers but also recognize successes
- **Counseling**
  - Subordinate centered
  - Plan-Action-Goal Oriented
  - Imbue the Army Values into your sessions
  - Mentor to develop subordinate leaders

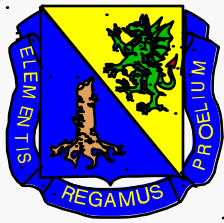




# Conceptual Skills

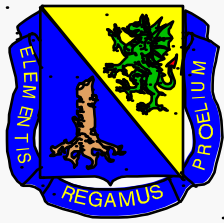
- **Critical Reasoning**- aids in thinking things through, solving problems and getting deep into the problem from all angles. Treating the disease instead of the symptoms.
- **Creative Thinking** - new solutions to old problems, ideas from the masses, and thinking outside the box.
- **Ethical Reasoning**-
  - intuition not always the right answer, balance with law and army values
  - apply army values, your knowledge, and experience to make a decision and then be prepared to accept the consequences/successes.
    - Define the problem
    - Know the relevant rules
    - Develop / Evaluate the COAs
    - Choose the COA that best reflects the Army Values
- **Reflective Thinking**
  - leaders must be open to feedback then listen and use that feedback
  - take time to think and reflect on performance; mistakes are okay

***“RENEGADES!”***



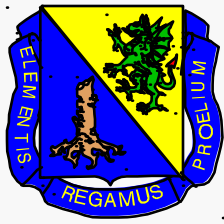
# Technical Skills

- Knowing Equipment
  - weapons, systems at all levels
  - TMs, SOPs, and other vital pubs
- Operating Equipment
  - direct leaders ensure they and their subordinates know how to operate their equipment often setting the example with hands on approach



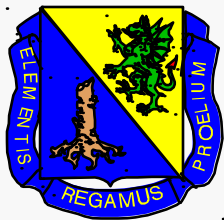
# Tactical Skills

- **Doctrine**
  - essential to mastering science and art of tactics
- **Fieldcraft**
  - sustainment in the field; to include SMCT
  - few are difficult once learned, but vital nonetheless
- **Tactical Skills and Training**
  - train as you fight
  - shoot, move and communicate proficiently
  - set the example

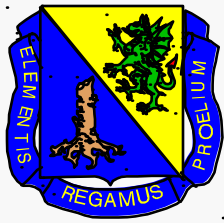


# Summary of Key Points

- Direct leader skills focus on people skills...NOT things.
- Direct Leadership is face-to-face, first line leadership occurring at **all** levels
- Direct leaders must master **interpersonal, conceptual, technical** and **tactical** skills
- Leaders apply **critical** and **creative** thinking to make COAs that best fit the Army Values
- Leaders are **technically** and **tactically** proficient knowing equipment and doctrine
- Direct leaders' competence fosters **discipline** and develops subordinates
- Create and sustain **teams** to succeed in peace and war



***"RENEGADES!"***

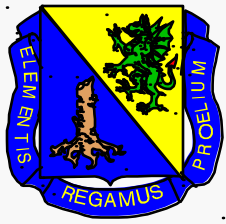


# INFLUENCING

- Communicating
- Decision Making
- Motivating



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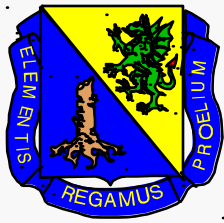


# OPERATING

- Plan/Prep
- Executing
- Assessing



***“RENEGADES!***



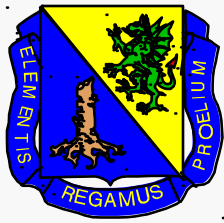
# IMPROVING

- Developing
- Building
- Learning



***“RENEGADES!***





# LEADER DEVELOPMENT

## The Enduring Legacy

**“The Army of tomorrow relies on the Army of today to accept the challenge and responsibility for the development of leaders for the future”**



uono

***22-100 Will Help You Make the Difference***

***“RENEGADES!”***